OKR Planner

Framework: OKRs (Objectives and Key Results)
Use for: Quarterly goal-setting — aligning team direction around a clear objective with measurable, time-bound key results that define what success looks like.
Time required: 30–60 minutes to draft; plan for one or two rounds of review before locking.

How to use this template

The anatomy of a good OKR:

- **Objective:** Qualitative, inspiring, directional. Answers: *what do we want to achieve and why does it matter?* Not measurable on its own. Should be achievable in the quarter if everything goes well.
- **Key Results:** Quantitative, specific, time-bound. Answers: *how will we know if we achieved the objective?* Three KRs per objective is the standard. Each KR should be a leading or lagging metric, not a task or output.

Calibration: 70% achievement is the widely used target — OKRs should be stretch goals. 100% achievement often means they weren't ambitious enough; 30% achievement often means they were unrealistic or the quarter went badly wrong.

Common mistakes: - Writing tasks as KRs ("Launch feature X" is not a KR — it's a task. "Feature X adopted by 40% of active users by quarter-end" is a KR.) - Too many OKRs (1–3 objectives per team per quarter is the standard; more dilutes focus) - KRs with no clear measurement method ("Improve NPS" without a baseline and target number is not a KR)

Planning context

Team / department: __
Quarter: __
Company-level objectives this OKR set supports: __
Date locked: __
OKR owner: ___

Objective 1

Objective:

> ---

Test: Is this inspiring? Does it describe an outcome, not a task? Could the whole team rally around it?

Why this matters this quarter:

Key Result	Baseline	Target	Owner	Mid-quarter check-in	Final
KR 1:					
KR 2:					
KR 3:					

Overall Objective 1 score (average of KR scores): _____ / 1.0

Objective 2 *(if applicable)*

Objective:

Why this matters this quarter:

Key Result	Baseline	Target	Owner	Mid-quarter check-in	Final
KR 1:					
KR 2:					
KR 3:					

Overall Objective 2 score: _____ / 1.0

Objective 3 *(if applicable)*

Objective:

Why this matters this quarter:

Key Result	Baseline	Target	Owner	Mid-quarter check-in	Final
KR 1:					
KR 2:					
KR 3:					

Overall Objective 3 score: _____ / 1.0

Mid-quarter review

Date: ___

What's on track?

What's at risk?

What's changed since we set these OKRs?

Any KRs that need to be updated or dropped (note reason)?

End-of-quarter retrospective

Date: ___

Objective	Final score	Why we hit / missed
Objective 1		
Objective 2		
Objective 3		

What worked well in the OKR process this quarter?

What should we do differently in planning next quarter's OKRs?

Which KRs should carry forward into next quarter?

OKRs were developed at Intel by Andy Grove and popularized at Google by John Doerr. Covered in the Frameworks & Mental Models Guide on biztechprimer.com.